

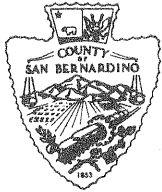
**COUNTY OF SAN BERNARDINO**

**2003-04  
FINAL BUDGET**

**Supervisor Bill Postmus, Vice Chair ..... First District**  
**Supervisor Paul Biane..... Second District**  
**Supervisor Dennis Hansberger, Chair ..... Third District**  
**Supervisor Fred Aguiar ..... Fourth District**  
**Supervisor Jerry Eaves ..... Fifth District**

**Wally Hill, County Administrative Officer**

**Larry Walker, Auditor/Controller-Recorder**



WALLY HILL  
County Administrative Officer

# COUNTY OF SAN BERNARDINO

## County Administrative Office

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## BOARD OF SUPERVISORS

Bill Postmus, *Vice Chair* ..... *First District*  
Paul Biane ..... *Second District*  
Dennis Hansberger, *Chair* ..... *Third District*  
Fred Aguiar ..... *Fourth District*  
Jerry Eaves ..... *Fifth District*

The Honorable Board of Supervisors  
County of San Bernardino  
San Bernardino, California

The Board adopted the final budget for 2003-04 on June 24, 2003.

This fiscal year continues to be noteworthy as 2003 marked the County of San Bernardino's 150<sup>th</sup> anniversary – a century and a half of public service. While the County of San Bernardino commemorates the growth and progress made in the last 150 years, the county cautiously stepped forward into the 2003-04 year. It was a complex budget year where development of the budget required difficult decisions of the Board due to reduced available resources.

The struggles and efforts made by county departments and the Board produced an adopted 2003-04 budget which stands as a fiscally sound spending plan. The 2003-04 budget provides for the operational needs of county departments, increases the county's general purpose reserve, and sets aside a significant amount of contingencies for uncertainties that the county may face during the current year and next fiscal year.

The key elements of this 2003-04 budget include:

### **4% Spend Down Plan**

In October 2002, the Board authorized the County Administrative Office to direct departments to develop a plan to reduce general fund support to a manner that by June 30, 2003, departmental budgetary levels were positioned to be 4% lower in the beginning of the 2003-04 fiscal year. The 4% Spend Down Plans were approved in December as a means of funding the rising ongoing expenses. This plan, which was incorporated into the 2003-04 base budget, produced \$8.6 million in savings and eliminated 54.8 vacant positions.

### **30% Cost Reduction Plan**

As a continuation of fiscally conservative approach to budgeting, the County Administrative Office requested departments to submit 30% Cost Reduction Plans, in a prioritized manner, with their 2003-04 budget projections. These cost reduction plans enabled the county to better position itself for the potential deep cuts expected from the State.

To further brace for these impacts and as a result of the Governor's proposed budget released in January, the Board approved a spending reduction plan that included a hiring freeze and a freeze on fixed asset/equipment purchases. Additionally, evaluations of the capital improvement program and existing lease space were performed; service contracts reviewed; and out of state travel requests were reduced to an absolute necessity.

On March 18, 2003, the Board took their first action with the 30% Cost Reduction Plans by approving the Level 1 Reduction (the lowest of the departmental program priorities). This action, which was incorporated into the 2003-04 base budget, resulted in cost reductions of \$10.5 million and eliminated 70.5 vacant budgeted positions.

### **Deletion of Vacant Budgeted Positions**

In April, the Board directed the County Administrative Office to delete vacant budgeted positions in the upcoming 2003-04 budget that had not been in active recruitment. The County Administrative Office recommended that exceptions be made for some positions, such as revenue generating positions or positions funded with external revenue sources. Additionally, departments with positions slated for deletion were provided the opportunity to request restoration from the Board during the budget workshops and hearings. The Board approved the majority of the County Administrative Office's recommendations and several restoration requests of departments. Positions deleted as a result of this action totaled 98.7 vacant budgeted positions, which produced a local cost savings of \$3.7 million.

### **Additional Departmental Requests Approved**

The Board approved two additional departmental policy items; one policy item for the Sheriff to fund technical staff previously funded by the COPS MORE grant and one policy item for the Clerk of the Board restoring the Chief Deputy Clerk position deleted in the 30% Cost Reduction Plan – Level 1.

Additionally, the Board approved establishing \$1.0 million in reserve for the Museum's Hall of Paleontology and increasing the existing Bark Beetle reserve by \$2.0 million.

During the budget hearings, the Board approved some additional requests. Included in these were the restoration of additional revenue supported positions for the Treasurer-Tax Collector, a request from the Public Administrator/Guardian/Conservator/Coroner for a position to review the current body removal services contract with a department objective of eventually bringing this service in-house, and positions for the Sheriff which consisted of continued general fund support for technical staff of a prior COPSMORE grant and the restoration of vacant budgeted positions that were not in recruitment.

### **Contingencies & Reserves**

The Board prudently set aside a total of \$67.4 million in the contingencies budget to mitigate the impact of uncertainties presented by the state's financial picture, increases due to negotiated employee MOUs, increases in retirement, and increases in insurance costs. This amount is comprised of \$62.2 million of available financing and \$5.2 million as required by Board policy, which states that 1.5% of budgeted locally funded appropriations must be set aside in contingencies.

In addition, the Board contributed \$2.9 million to the general purpose reserve in 2003-04, bringing the total to \$34.8 million (10% of locally funded appropriations). Contingencies and reserves serves as an insurance policy to safeguard essential programs should the county experience an economic downturn.

\*\*\*\*\*

In summary, the 2003-04 final budget demonstrates the Board's continual commitment to responsible fiscal management and a fair, cost-effective government for the citizens of San Bernardino County. While there are still issues for the County to face in the future, this budget is a further step forward, and one in which the Board can take pride. It is also a budget that places the County in a good position to meet the challenges of future budget years.

Respectfully submitted,

A handwritten signature in black ink that reads "Wally Hill". The signature is written in a cursive, flowing style.

**WALLY HILL**  
County Administrative Officer

The Board of Supervisors adopted the County of San Bernardino's 2003-04 Final Budget on June 24, 2003. This budget covers the period from July 1, 2003 – June 30, 2004. Each department is responsible for operating within their budget and has the authority to spend up to the approved budget amount. The County of San Bernardino's 2003-04 Final Budget consisting of the general fund, special revenue funds, capital projects funds, and enterprise funds has a total appropriation of \$2.6 billion.

### General Fund Budget Process

The County Administrative Office has the responsibility of developing the county financing plan for all general fund departments. The 2003-04 financing plan included a total of \$348.2 million in discretionary revenue. This revenue is comprised of property taxes, vehicle license fees, interest on the county investment pool, sales tax and other taxes. Mandatory costs such as previously negotiated salary increases, previous year's Board approved costs and other mandated costs are first financed by the discretionary revenue. After the mandatory costs are financed, the remaining unallocated discretionary revenue is presented to the Board of Supervisors for approval of distribution during the budget workshop. In 2003-04 the amount of unallocated revenue was \$59.1 million.

A budget workshop was held June 4<sup>th</sup> through 6<sup>th</sup>, 2003, to discuss each department's proposed budget. Each department submitted a departmental budget based on the general fund financing amount allocated to them and their own departmental revenues. Departments also request funding for those workload and program changes that were unable to be financed in their proposed budget. Additionally, requests for restoration of vacant budgeted positions slated for deletion were also presented as policy items.

The Board of Supervisors approved the deletion of vacant budgeted positions that were not in recruitment, which increased financing available by \$4.3 million. In addition, the Board also approved \$4.3 million in departmental requests, of which \$0.4 million was approved requests for restoration of vacant positions, \$0.9 million represented approved policy items for the Sheriff and Clerk of the Board, and \$3.0 million represented contributions to reserves. These changes, shown below, were incorporated in the 2003-04 Final Budget that was presented to the Board during the budget and fee hearing in June. The remaining revenue not allocated was \$59.1 million.

BOARD APPROVED CHANGES AT BUDGET WORKSHOP

	<u>Approp</u>	<u>Revenue</u>	<u>Local Cost</u>	<u>Addt'l Pos.</u>
<i>Vacant Budgeted Positions Deleted:</i>				
<u>Aging &amp; Adult Services</u>	(162,632)	(162,632)	-	(10.6)
<u>Alcohol and Drug</u>	(352,815)	(352,815)	-	(7.8)
<u>Architecture &amp; Engineering</u>	-	-	-	(2.0)
<u>Auditor/Controller-Recorder</u>	(699,350)	(375,027)	(324,323)	(14.7)
<u>Behavioral Health</u>	(647,322)	(647,322)	-	(6.4)
<u>California Children's Services</u>	(698,094)	(633,750)	(64,344)	(12.8)
<u>Child Support Services</u>	(73,524)	(73,524)	-	(1.0)
<u>County Administrative Office</u>	(32,002)	-	(32,002)	(1.0)
<u>District Attorney</u>	(119,236)	-	(119,236)	(1.6)
<u>Facilities Management</u>	(388,739)	(70,367)	(318,372)	(12.7)
<u>HSS Administrative Claim</u>	(498,130)	(498,130)	-	(20.0)
<u>Human Resources</u>	(522,516)	(53,427)	(469,089)	(11.0)
<u>Information Services - Emerging Technology</u>	(161,992)	-	(161,992)	(2.0)
<u>Information Services - Systems Development</u>	(71,866)	-	(71,866)	(1.0)
<u>Land Use Services</u>	(295,675)	(246,171)	(49,504)	(5.2)
<u>Probation</u>	(2,495,957)	(523,535)	(1,972,422)	(43.0)
<u>Public Health</u>	(1,010,426)	(957,618)	(52,808)	(21.4)
<u>Real Estate Services</u>	(304,201)	(208,920)	(95,281)	(4.0)
<u>Registrar of Voters</u>	(102,760)		(102,760)	(4.4)
<u>Sheriff</u>	(499,218)	-	(499,218)	(15.9)
<u>Treasurer-Central Collections</u>	(150,905)	(150,905)	-	(5.5)
<u>Treasurer-Tax Collector</u>	(139,166)	(139,166)	-	(4.0)
<b>Total Vacant Budgeted Positions Deleted</b>	<b>(9,426,526)</b>	<b>(5,093,309)</b>	<b>(4,333,217)</b>	<b>(208.8)</b>

BOARD APPROVED CHANGES AT BUDGET WORKSHOP

	<u>Approp</u>	<u>Revenue</u>	<u>Local Cost</u>	<u>Add'l Pos.</u>
<i>Vacant Budgeted Positions Restored:</i>				
<u>Aging &amp; Adult Services</u>	162,632	162,632	-	10.6
<u>Alcohol and Drug</u>	352,815	352,815	-	7.8
<u>Auditor/Controller-Recorder</u>	109,120	89,290	19,830	3.2
<u>Behavioral Health</u>	545,750	545,750	-	4.6
<u>California Children's Services</u>	698,094	633,750	64,344	12.8
<u>Child Support Services</u>	73,524	73,524	-	1.0
<u>District Attorney</u>	90,668	-	90,668	0.8
<u>Facilities Management</u>	70,367	70,367	-	4.0
<u>HSS Administrative Claim</u>	498,130	498,130	-	20.0
<u>Human Resources</u>	219,548	53,427	166,121	2.0
<u>Land Use Services</u>	246,171	246,171	-	5.2
<u>Public Health</u>	835,899	783,091	52,808	15.9
<u>Real Estate Services</u>	182,470	182,470	-	2.0
<u>Registrar of Voters</u>	102,760	-	102,760	4.4
<u>Sheriff</u>	-	-	-	3.0
<u>Treasurer-Central Collections</u>	74,254	74,254	-	4.0
<u>Treasurer-Tax Collector</u>	94,341	94,341	-	3.0
<b>Total Vacant Budgeted Positions Restored</b>	<b>4,356,543</b>	<b>3,860,012</b>	<b>496,531</b>	<b>104.3</b>
<i>Policy Items:</i>				
<u>Clerk of the Board</u> - Chief Deputy Clerk	80,540	-	80,540	1.0
<u>Sheriff</u> - COPSMORE Technical staff	843,285	-	843,285	12.0
<b>Total Policy Items</b>	<b>923,825</b>	<b>-</b>	<b>923,825</b>	<b>13.0</b>
<i>Additions to Reserves:</i>				
<u>Bark Beetle</u>	2,000,000	-	2,000,000	-
<u>Museum's Hall of Paleontology</u>	1,000,000	-	1,000,000	-
<b>Total Additions to Reserves</b>	<b>3,000,000</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>
<b>TOTAL CHANGES TO SOURCES/USES</b>	<b>(1,146,158)</b>	<b>(1,233,297)</b>	<b>87,139</b>	<b>(91.5)</b>

A budget and fee hearing was held on June 23, 2003, for public input on the county budget and fee ordinance changes and to obtain Board approval on the 2003-04 final budget. During the budget and fee hearings, an additional \$0.6 million was approved and allocated to departmental final budgets. The remaining balance of \$58.5 million was unallocated and set aside for future funding issues such as current salary negotiations, pending legislation, etc. In addition, the Board of Supervisors directed that any fund balance adjustment in the general fund would be made to the appropriations for contingencies and any unspent appropriation in the Priority Policy Needs be carried forward in its respective budget unit. The fund balance adjustment totaled \$15.5 million. Of this amount, \$13,378,742 was added to contingencies and \$2,167,983 was carried over to the Priority Policy Needs. No money can be spent from contingencies without obtaining Board of Supervisors approval.

The following worksheet describes in detail what was approved at the budget and fee hearing.

**BOARD APPROVED CHANGES AT BUDGET AND FEE HEARING**

	<u>Approp</u>	<u>Revenue</u>	<u>Local Cost</u>	<u>Add'l Pos.</u>
<b><u>Agriculture/Weights and Measures</u></b> - Fee Increases	79,610	79,610	-	-
<b><u>Auditor/Controller-Recorder</u></b> - Fee Increases	49,606	49,606	-	-
<b><u>County Fire</u></b> - Fee Increases	500	500	-	-
<b><u>County Museum</u></b> - Fee Increases	132,501	132,501	-	-
<b><u>Library</u></b> - Fee Increases	230,000	230,000	-	-
<b><u>PA/Guardian/Conservator/Coroner</u></b>				
Body Removal Services	96,062	191,000	(94,938)	1.0
Fee Increases	27,000	28,620	(1,620)	-
<b><u>Public Health</u></b> - Fee Increases	426,043	426,043	-	6.0
<b><u>Public Works - Regional Parks</u></b> - Fee Increases	8,185	8,185	-	-
<b><u>Sheriff</u></b>				
Continued funding for previous COPSMORE funded positions	682,222	-	682,222	10.3
General Fund Fee Increases	155,000	155,000	-	-
Other Funds Fee Increases	435,303	435,303	-	-
<b><u>Solid Waste Management</u></b> - Fee Increases	471,776	471,776	-	-
<b><u>Treasurer-Tax Collector</u></b>				
Restore Staff Analyst II position - Admin Support	67,238	67,238	-	1.0
Restore Automated Systems Tech position for Systems Support	22,715	22,715	-	0.5
Fee Increases	25,000	25,000	-	-
<b>TOTAL CHANGES TO SOURCES/USES</b>	<b>2,908,761</b>	<b>2,323,097</b>	<b>585,664</b>	<b>18.8</b>

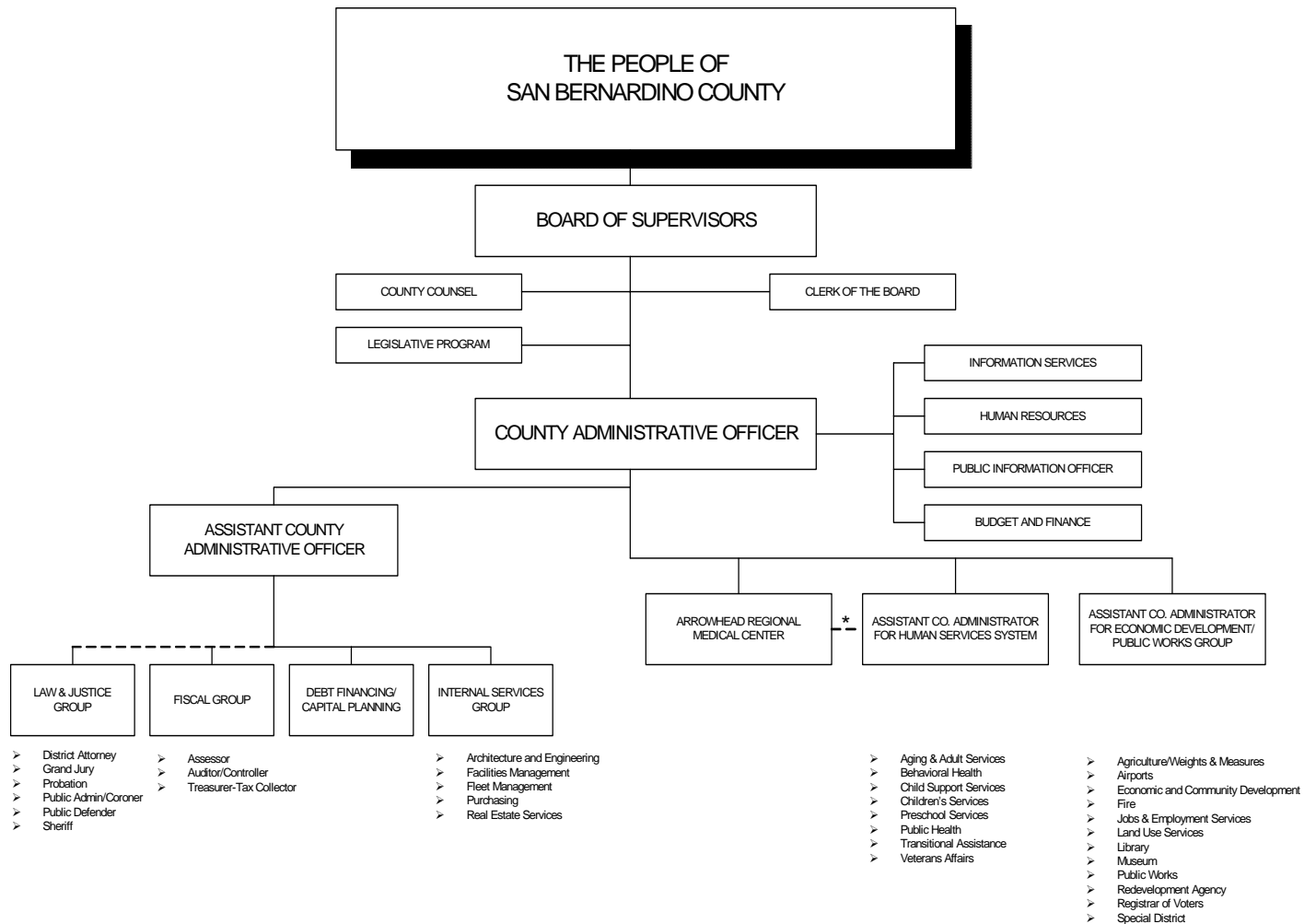


### Other Funds Budget Process

In addition to the general fund, the County of San Bernardino has special revenue funds, capital projects funds, internal service funds and enterprise funds. All of these funds are restricted to the revenue sources they receive. Each department who has these types of funds is responsible for developing its budget based on the revenue resources available to them. These resources include projected revenue to be collected in 2003-04 and any revenue not spent and carried forward from prior years (for example, fund balance for special revenue funds). These budgets were also discussed during the budget workshop and budget and fee hearing. In addition, the Board of Supervisors gave approval to make necessary fund balance adjustments for special revenue funds to agree to the Auditor/Controller-Recorder's actual fund balance.

### Budget Book Format

The County of San Bernardino's 2003-04 Final Budget is presented in this book based on the County Organizational Structure, which is depicted on page 6. The Administrative/Executive Group is those departments that report directly to the Board of Supervisors or those departments that report directly to the County Administrative Office which perform functions related to the overall support of the county. In addition, there is a sample of the departmental budget format on pages 7 and 8 of this Preface that shows and explains how each budget unit is presented in the book. There is also a list of Final Budget Definitions on pages 9-12 of this Preface that defines budget terms commonly used throughout the budget workbook.



\* Reflects coordination on Behavioral Health Unit

Revised October 7, 2003

OVERVIEW OF BUDGET

Departments that have multiple budget units will have a summary at the front that lists the budget units and the adopted budgets for 2003-04 which they are responsible for.

DEPARTMENT:  
DEPARTMENT HEAD:

The department being described and the responsible administrator are listed at the top.

2003-04

	Appropriations	Revenue	Local Cost/ Fund Balance	Staffing
Budget #1				
Budget #2				
Budget #3				
TOTAL	-	-	-	-

BUDGET UNIT: BUDGET UNIT NAME (FUND DEPT)

I. GENERAL PROGRAM STATEMENT

Section I is the General Program Statement, which provides a narrative describing the function and activity of the budget unit.

II. BUDGET & WORKLOAD HISTORY

	Actual 2001-02	Budget 2002-03	Actual 2002-03	Budget 2003-04
Total Appropriation				
Total Revenue				
Local Cost	-	-	-	-
Budgeted Staffing				

**Workload Indicators**

Workload Indicator #1  
Workload Indicator #2

Section II is the Budget & Workload History, which provides a historical overview of the budget unit, including two years worth of actuals, prior year adopted budget, and the current adopted budget.

It also includes budget and actual information related to measurements of workload, called Workload Indicators.

For those departments that have significant variances between budget and actual in 2002-03, there will be an explanation here of why this occurred. The 2002-03 Budget is the original budget adopted in late June and does not reflect any mid year changes approved by the Board during the fiscal year. In many cases, this is why there are variances between budget and actual in 2002-03.

III. HIGHLIGHTS OF BOARD APPROVED CHANGES TO BUDGET (see attachments for detailed changes)

**STAFFING CHANGES**

**PROGRAM CHANGES**

Section III highlights, in narrative form, some of the major changes that are detailed in the following section in a numeric format. Not all departments will have information here, especially if the overall functioning and responsibilities of the department have not changed.

If there are important changes to highlight, they will be broken out into the categories: Staffing Changes and/or Program Changes.

**GROUP:**  
**DEPARTMENT:**  
**FUND:**

The header shows which budget unit you are looking at and lists the Function and Activity that tie this page to the summary financial schedules at the back of the

**FUNCTION:**  
**ACTIVITY:**

	2002-03 Actuals	2002-03 Approved Budget	2003-04 Board Approved Base Budget	2003-04 Board Approved Changes to Base Budget	2003-04 Final Budget
<b>Appropriations</b>					
Salaries and Benefits					-
Services and Supplies					
Central Computer					
Transfers					
Total Expenditure Authority					
Reimbursements					
Total Appropriation					
<b>Revenue</b>					
Taxes					
Other Revenue					
Total Revenue					
Local Cost					
Budgeted Staffing					

This section provides a summary overview of how the budget incrementally progresses from prior year adopted to current adopted. A more detailed breakout of these expenditure and revenue changes by category is included in the following sections. Prior year actuals are included for informational purposes.

From left to right following actuals are: the prior year approved budget; the Board approved base budget which includes non-discretionary budget changes, such as changes due to legal requirements or salary negotiations; Board approved changes to the base budget which includes any type of discretionary changes made by the department or policy items approved; and finally the Final Budget which is the sum of the Base Budget and the Changes to Base Budget column.

#### Total Changes Included in Board Approved Base Budget

Salaries and Benefits	
Services and Supplies	
Central Computer	
Total Appropriation Change	-
Total Revenue Change	-
Total Local Cost Change	-
Total 2002-03 Appropriation	-
Total 2002-03 Revenue	-
Total 2002-03 Local Cost	-
Total Base Budget Appropriation	-
Total Base Budget Revenue	-
Total Base Budget Local Cost	-

The top part of this section shows detail of changes that are being added to last years adopted budget to create this years "Base Budget," or the starting point from which the budget is built. The detail is then summarized below in the section labeled "A"

The "Changes Included in Base Budget" section shows in detail what changes were made to last years budget to reach the "Board Approved Base Budget" summarized in the previous section.

The three groups of data listed here show: A – the sum of changes, as detailed; B – last years approved budget which is the starting point; and C – the approved base budget, which is the sum of A and B. The numbers in C directly correspond to the "Base Budget" column in the section at the top of this page.

#### Board Approved Changes to Base Budget

Salaries and Benefits	-
Services and Supplies	-
Central Computer	-
Transfers	-
Total Expenditure Authority	-
Reimbursements	-
Total Appropriation	-
Other Revenue	-
Total Revenue	-
Local Cost	-

This final section shows, in detail by category, the approved changes to the base budget. This could be due to any change in activity by a department including: approved policy items, new program implementation, etc.

This section directly corresponds to the column titled "Board Approved Changes to Base Budget" shown on the section at the top of this page. These changes added to the base budget equal the final adopted budget.

**FINAL BUDGET DEFINITIONS**

**4% Spend Down Plan:** This year's budget includes a 4% Spend Down Plan that was approved by the Board on December 10, 2002. Approved reductions are shown under Changes Included in Board Approved Budget.

**30% Cost Reduction Plan:** The 30% Cost Reduction Plan, approved by the Board on January 28, 2003, details cost saving measures. The cost saving measures that have been implemented are detailed under Changes Included in Board Approved Budget.

**Activity:** A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

**Appropriation:** An authorization granted by a legislative body to make expenditures and incur obligations for a specific purpose.

**Base Year Adjustments:** All non-discretionary budget changes that are factored into the base budget and approved by the Board with the County Administrative Office's financing plan; these include the cost of new mandates and negotiated salary increases.

**Board Approved Base Budget:** The Board Approved Base Budget reflects the anticipated costs of carrying out the current level of service or activities as authorized by the Board of Supervisors in the prior years. It may include an adjustment for cost increases, but does not include changes in level of service over that authorized by the Board of Supervisors. This year's base budget represents the prior year approved budget plus mandated costs such as salary negotiations (MOU), retirement costs, risk management liabilities and previous year's mid year Board approved costs.

**Budgeted Staffing:** The equivalent of full-time positions funded in the budget.

**Capital Project Funds:** Capital Project Funds are used to account for financial resources designated for the acquisition or construction of major capital facilities other than those financed by Enterprise and Internal Service Funds.

**Central Computer:** Central Computer expense category is set up specifically to allocate Information Services Department's computer charges to departments based on usage. These are countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support. Each departmental Central Computer budget amount is estimated at the beginning of the fiscal year by the Information Services Department and is billed based on that estimate. Next year's budget will be adjusted based upon the actual usage of the prior fiscal year.

**Contingencies:** An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds.

**COWCAP:** COWCAP is an acronym that stands for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor/Controller-Recorder in accordance with the Office of Management and Budget, Budget Circular A-87, which is the guideline for state and federal reimbursements for indirect costs.

**Department:** An organizational division used by County management to group programs of a like nature.

**Depreciation:** The recording of expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

**Discretionary Revenue:** Revenue not legally designated for a specific purpose or program that can be appropriated at the discretion of the Board of Supervisors.

**Employee Health & Productivity Program (EHaP):** A modified duty/return to work program that utilizes specialized nurses to obtain effective and timely treatment for injured or ill employees. Overall goals are to return the employee to the workplace as soon as possible and to increase the health and productivity of employees through health promotion and risk reduction programs.

**Enterprise Funds:** Enterprise Funds are established to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through operational revenues.

**Fiscal Year:** County accounting period which runs from July 1 through June 30.

**Fixed Asset:** An asset of a long-term character such as land, buildings, or furniture and other equipment costing \$5,000 or more.

**Function:** A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example: "Public Protection" is the function of the Sheriff's Department.

**Fund Balance:** The excess of assets over its liabilities, including the cancellation of prior year encumbrances.

**GASB 33:** GASB 33 signifies Governmental Accounting Standards Board, Statement 33. Statement #33 establishes accounting and financial reporting standards for nonexchange transactions involving financial or capital resources. A nonexchange transaction is where a government gives or receives value without directly receiving or giving value in return. Some examples of nonexchange transactions are taxes, grants, fines, donations, and state and federal funding.

The main change is revenue must be recognized for the above transactions when the underlying exchange has occurred or when eligibility requirements are met. Therefore, money that is received under this criteria and is being put aside in trust funds must be recognized when received and trust funds that are not fiduciary in nature must be eliminated.

**GASB 34:** GASB 34 signifies Governmental Accounting Standards Board, Statement 34. Statement #34 establishes new requirements for the annual financial reports of state and local governments. The goal is to make annual reports easier to understand and more useful to people who use governmental financial information to make decisions.

There are many components of GASB 34, but as it relates to the budget, it is primarily composed of how services provided between county budget units are accounted for. GASB 34 specifies how payments for services should be accounted for, i.e. either as reimbursements or as revenues. While the net impact is zero, reclassifications between these two categories cause inconsistencies when comparing year-to-year budgets by specific expense or revenue categories. In situations where this impact is significant, the departments have included an explanation of the reclassification.

**General Fund:** The General Fund is used to account for resources traditionally associated with government which are not accounted for in a specific fund to satisfy legal requirements or financial management objectives.

**Internal Service Funds:** Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis.

**Local Cost:** Local cost is the amount contributed by the county general fund from its general revenue sources to finance the activities of a department.

**Memorandum of Understanding (MOU):** For budget purposes, the MOU refers to an approved labor agreement between the County and an employee labor organization that details the salary, benefits, and other conditions of employment.

**Mid-year Adjustments:** Board approved changes to a department's budget after the adoption of the final budget.

**Operating Transfers In/Out:** A method of providing financing from one fund to another for the implementation of a project or program.

**Other Charges:** A category of accounts established for expenditures other than salaries and benefits, services and supplies, and fixed assets. Example: In Home Supportive Services.

**Policy Item:** Funding requests made by departments for the restoration of program cuts or the addition of program/workload changes for which the department could not finance from within their local cost allocation.

**Proposed Budget:** The working document of the fiscal year under discussion. Approval of this document does not allow expenditures for fixed assets and for new permanent employee positions unless specifically approved by the Board of Supervisors.

**Proposition 172:** A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.

**Public Service Employee (PSE):** PSEs are employees assigned to entry level positions in a variety of fields and occupations for a limited duration. They are not full regular county employees and are subject to an expedited recruiting process to accommodate additional workload or to handle one-time special projects. They do not receive the full range of benefits, nor have the civil service status of regular county employees.

**Realignment Funding (Health & Welfare):** In 1991-92 the state approved the Health & Welfare Realignment Program which involves a shift of program responsibilities from the state to the counties. This shift is funded through corresponding shift of dedicated Sales Tax and Vehicle License Fee revenue.

**Reimbursements:** Amount received as a repayment of the cost of work, or service performed, or of other expenditures made for or on behalf of another governmental unit or department. Reimbursements represent the recovery of an expenditure.

**Revenue:** The addition of cash or other current assets of governmental costs funds (receipts) which do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses and fees or investment earnings. Revenues are deposited in a fund for future appropriation.

**Risk Management Liabilities:** Liability insurance charges, such as general liability, auto liability, property and fire liability insurance billed to county departments from the Risk Management internal service fund.

**SB 90 State-Mandated Local Program:** State reimbursements to local governments for the cost of activities required by State legislative and executive acts.

**Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific sources that are legally restricted to expenditures for specific purposes.

**Transfers:** The movement of resources from one fund to another usually for payment of services received.



**APPROPRIATIONS SUMMARY**

The 2003-04 final budget includes appropriations of \$2,615,449,248, an increase of \$45,336,733 or 1.76% over a restated 2002-03 final budget. The restatement of 2002-03 appropriations is the result of previously including the Redevelopment and In-Home Supportive Services budget units in the county summary. These budget units, which are considered other agency funds, are now reported separate from the county budget.

	Restated Final 2002-03	Final 2003-04	Change	Percentage Change
Countywide Operations				
Admin/Exec Group	45,994,239	41,810,387	(4,183,852)	(9.10%)
Contingencies	48,516,783	70,572,366	22,055,583	45.46%
Financial Administration	6,000,000	6,000,000	0	0.00%
Debt Service	23,068,480	16,066,040	(7,002,440)	(30.36%)
ED/Public Services Group	41,860,977	43,638,543	1,777,566	4.25%
Fiscal Group	35,952,915	38,240,919	2,288,004	6.36%
Human Services System	1,125,855,387	1,110,767,075	(15,088,312)	(1.34%)
Internal Services Group	32,428,987	32,300,857	(128,130)	(0.40%)
Law & Justice Group	422,878,079	449,670,081	26,792,002	6.34%
<b>Total General Fund</b>	<b>1,782,555,847</b>	<b>1,809,066,268</b>	<b>26,510,421</b>	<b>1.49%</b>
Capital Projects & Other Debt Service	113,362,674	85,123,027	(28,239,647)	(24.91%)
Special Revenue Funds	326,280,313	336,057,150	9,776,837	3.00%
<b>Subtotal</b>	<b>2,222,198,834</b>	<b>2,230,246,445</b>	<b>8,047,611</b>	<b>0.36%</b>
Enterprise Funds				
Arrowhead Regional Medical Ctr	238,391,803	255,631,781	17,239,978	7.23%
Medical Center Lease Payment	53,115,289	53,158,112	42,823	0.08%
County Museum Store	154,789	132,448	(22,341)	(14.43%)
Ultrascreen Theatre	4,000	-	(4,000)	(100.00%)
Regional Parks Snackbars	86,262	71,129	(15,133)	(17.54%)
Solid Waste Management	56,161,538	76,209,333	20,047,795	35.70%
<b>Subtotal</b>	<b>347,913,681</b>	<b>385,202,803</b>	<b>37,289,122</b>	<b>10.72%</b>
<b>Total Countywide Funds</b>	<b>2,570,112,515</b>	<b>2,615,449,248</b>	<b>45,336,733</b>	<b>1.76%</b>

**Countywide Operations**

Countywide operations show an increase in appropriations of \$26,510,421. The most significant increases are in Contingencies and the Law and Justice Group, however, each group is discussed below.

The Admin/Exec Group shows a net decrease due to reductions in litigation, systems development, human resources, and employee health and wellness budget units. These decreases are offset by increases in the school claims budget unit, due to the consolidation of costs previously accounted for in various budget units, and increased unemployment insurance costs.

The appropriation for contingencies includes the amount set aside per county policy (1.5% of locally funded appropriations), which is \$5.2 million. The other component of contingencies consists of unallocated financing available to the Board for distribution.

Furthermore, Debt Service decreased \$7.0 million due to the elimination of a one-time prepayment of \$3.2 million of the Glen Helen taxable debt, annual debt service savings resulting from that prepayment, current year savings from the refinancing of the West Valley Detention Center, and other minor changes in debt service schedules and costs.

The Economic Development/Public Service Group shows a net increase mainly attributed to increases in the Registrar of Voters budget unit, as the result of an additional election occurring in 2003-04, and the Building and Safety budget unit due to an anticipated increase in workload and new projects. The most significant decrease anticipated is reflected in the County Museum budget unit due to an expected decrease in research projects.

Within the Fiscal Group, all budget units are expected to experience an increase. The most significant increase is reflected in Central Collections budget unit as a result of anticipated increases in collection activities.

The Human Services System decreased due to staffing reductions and reduced services, supplies and equipment costs. These decreases are offset by increases related to MOU, retirement, and risk management costs, as well as increases in in-home supportive service provider costs, and caseload increases in foster care, aid to adoptive children, seriously emotionally disturbed children, and childcare. Additionally, the Behavioral Health budget unit also anticipates increased costs due to contract services with Arrowhead Regional Medical Center and outside contractors.

The Internal Services group shows a slight decrease from the previous budget year. While most of the budget units within this group experienced decreases, the utilities budget increased significantly due to anticipated increases in utility costs.

The Law and Justice group increase is mainly in the Sheriff, District Attorney, and Probation budget units. The increase costs to these budget units are the direct result of increased safety MOU/retirement, specifically the retirement benefit known as 3% at 50.

### **Capital Projects and Other Debt Service**

Capital Projects and Other Debt Service appropriations decreased \$28,239,647 primarily due to a \$26.0 million reduction in Capital Improvement Projects appropriations, which is the result of the completion of several projects, including the West Valley Juvenile Detention facility.

Capital Improvement Projects appropriations decreased to approximately \$85.1 million in 2003-04. The \$85.1 million is composed of \$6.3 million budgeted for new projects and \$78.8 million of carry over projects, which includes \$14.5 million in appropriations budgeted for the High Desert Detention Center.

**Special Revenue Funds**

Special Revenue funds increased \$9,776,837 mainly due to increases in the Economic and Community Development programs of Neighborhood Initiative, Community Development Block Grant, and general administration. In Transportation, appropriation increases are anticipated in the operations and the equipment budget units due to the Highway Bridge and Restoration projects, the installation of passing lanes for the National Trails Highway in the Oro Grande area, and replacement of aging equipment. Decreased appropriations are reflected in the Sheriff COPS MORE budget unit due to the termination of grant funding for personnel and in the Transportation Measure I budget units due to the completion of several large projects. The Jobs and Employment Services Department budget unit also reflects decreases due to a reorganization of the department coupled with a decrease in the Workforce Investment Act funding.

**Enterprise Funds**

The increase in Arrowhead Regional Medical Center reflects increased salary and benefit costs and a 4% increase in emergency room and outpatient visits. Medical Center Lease Payments increased slightly, reflecting the increases in net lease payments and trustee/administrative fees.

There are no appropriations associated with the UltraScreen Theatre budget as this fund has been closed due to the final sale of the remaining equipment.

Solid Waste Management appropriations have been increased as a result of a variety of new projects scheduled for 2003-04, increases in tonnage at the landfills, and Bark Beetle related costs.

**REVENUE SUMMARY**

The 2003-04 county budget is financed from a variety of sources, which are listed below. As with the appropriation summary, revenues for 2002-03 were restated to exclude the Redevelopment and In-Home Support Services budget units. In addition, an adjustment to the Solid Waste Management 2002-03 revenue figure eliminated bond proceeds from revenues, as these proceeds are considered other financing not revenues generated from operations.

	Restated Final 2002-03	Final 2003-04	Change	Percentage Change
<b>REVENUES FOR ALL COUNTY FUNDS</b>				
(Excluding Enterprise Funds)				
Property Taxes	127,697,750	136,148,669	8,450,919	6.62%
Other Taxes	128,926,083	141,340,847	12,414,764	9.63%
State and Federal Aid	1,354,820,627	1,342,417,579	(12,403,048)	(0.92%)
Charges for Current Services	305,385,527	317,349,319	11,963,792	3.92%
Other Revenue	118,915,297	108,559,481	(10,355,816)	(8.71%)
<b>Subtotal</b>	<b>2,035,745,284</b>	<b>2,045,815,895</b>	<b>10,070,611</b>	<b>0.49%</b>
<b>ENTERPRISE FUNDS</b>				
Arrowhead Regional Medical Center	246,621,803	263,031,781	16,409,978	6.65%
Medical Center Lease Payment	24,466,969	24,484,009	17,040	0.07%
County Museum Store	159,000	148,400	(10,600)	(6.67%)
UltraScreen Theatre	7,000	0	(7,000)	(100.00%)
Regional Parks Snackbars	103,500	76,600	(26,900)	(25.99%)
Solid Waste Management	52,062,043	49,151,850	(2,910,193)	(5.59%)
<b>Subtotal</b>	<b>323,420,315</b>	<b>336,892,640</b>	<b>13,472,325</b>	<b>4.17%</b>
<b>Total County Budget</b>	<b>2,359,165,599</b>	<b>2,382,708,535</b>	<b>23,542,936</b>	<b>1.00%</b>

**Property Taxes**

Property tax revenue increased based on higher than projected assessed valuation growth in 2002-03 combined with an estimated increase in assessed valuation of 8% in 2003-04.

**Other Taxes**

Other taxes are increased due to an anticipated increase in Prop 172 sales tax. The 2003-04 budget also estimates a 6.2% increase in sales tax from 2002-03 projected actuals for sales tax generated in the unincorporated area of the county. Property Transfer Tax and Supplemental Property Tax are increased to reflect rising home prices and sales volume activity.

**State and Federal Aid**

A decrease in revenues is reflected in the revenue category of state and federal aid. This decrease is due to considerable reductions in health and welfare administration offset by increases in aid for children due to changes in program caseloads. Further reductions in this category include the elimination of SB 90 revenues as the state has temporarily discontinued its reimbursement of mandates programs. Decreases are also expected in the law and justice area, which includes reductions associated with the COPSMORE grant and the Challenge Grant II. These decreases were offset by an increase in the U.S. Marshall contract revenues due to the increase in costs associated with the safety MOU/retirement and increases in prescription medication costs.

Funding related to state and federal capital grants has decreased overall due to the completion of various projects, including the West Valley Juvenile Detention facility and the major phases of the Etiwanda Interchange Improvement Project. These decreases were offset by an increase in airport projects, transportation highway projects, and a renovation project of the boat docks at Park Moabi. Additionally, anticipated increases in revenues are expected from Proposition 40, River Parkway Funding, for the Santa Ana River Trail, as well as revenues from the U.S. Army for perimeter fencing at the Barstow-Daggett airport.

Realignment vehicle license fee (VLF) revenues for health, welfare and Behavioral Health are also estimated to increase. Additionally, the non-realignment portion of vehicle license fees is expected to grow 3.7% over current year-end estimates. These estimates assume the entire VLF backfill from the state.

**Charges for Current Services**

Charges for current services are expected to increase from 2002-03 budget year. The most significant increases in departmental business activity consist of \$4.6 million in law enforcement services, which are a result of safety MOU/retirement increases, \$3.3 million in indirect cost reimbursement (COWCAP) due to increased costs mainly in salaries and benefits, \$1.4 million attributed to an expected increase in the recording fees of legal documents, \$1.4 million in election services due to the addition of one election in 2003-04, and \$1.4 million increase related to property tax administration fee due to growth in supplemental assessments. In addition, minor increases, which total approximately \$3.9 million, occurred in various programs. Significant decreases are expected in health service fees, of which \$4.2 million is due to the loss of the First Five grant revenue in Public Health for the "Early Steps" and "The Earlier, the Better" programs, an anticipated decrease of \$2.0 million in Information Services revenues, and \$1.0 million decrease in the County Museum due to fewer research projects. Additionally, charges for current services reflects decreases due to the reclassification of revenue to reimbursement as required by GASB 34 offset by various increases due to the reclassification of other revenue to charges for current services in order to correctly categorize revenues.

**Other Revenue**

Other revenue includes licenses, permits, franchises, fines and penalties, interest earnings, and tobacco settlement funds. The majority of the decrease reflected in this category of revenue is due to the reclassification of other revenue into current services, as well as the reclassification of other revenue to reimbursements and other financing sources, as required by GASB 34. Other anticipated decreases include \$2.7 million in tobacco settlement proceeds and \$2.1 million in interest earnings. These decreases were offset by increases in grants received by Transitional Assistance and Children's Services, the addition of a new civil filing fee for the seismic courthouse retrofit, increases in housing sales for the Neighborhood Initiative Program, and expected increases in building construction permits.

**Enterprise Funds**

Arrowhead Regional Medical Center revenues are expected to grow due to volume increases and anticipated fee increases. This growth is reflected in insurance, private pay, Medi-Cal, and Medicare revenues.

Anticipated slight increase in revenue for the medical center lease payment fund represents state payments from the Construction Renovation/Reimbursement Program (SB 1732).

There are no proposed revenues for the UltraScreen Theatre as the only revenue associated with this fund last year was interest revenue. Since the fund has been closed, the remaining cash was transferred to the general fund.

Solid Waste Management revenues decreased a net \$2.9 million as a result of a change in budgeting practices, which reduced budgeted revenues by \$6.0 million. This decrease was partially offset by a \$3.1 million increase in revenues primarily resulting from additional tonnage anticipated at the county landfill and transfer stations in addition to Board approved increases in tipping fees.

**BUDGETED STAFFING SUMMARY**

## Change from Previous Year

	<u>Restated 2002-03 Staffing</u>	<u>Caseload Driven/ Grant or Special Funded Programs</u>	<u>All Other Programs</u>	<u>Total Change</u>	<u>2003-04 Staffing</u>	<u>Percentage Change</u>
General Fund	13,789.1	(1,374.9)	(145.5)	(1,520.4)	12,268.7	(11.0%)
Other Funds	<u>4,386.4</u>	<u>(130.1)</u>	<u>0.0</u>	<u>(130.1)</u>	<u>4,256.3</u>	(3.0%)
Total	18,175.5	(1,505.0)	(145.5)	(1,650.5)	16,525.0	

The net decrease in caseload driven/grant or special funded programs for the general fund includes the following significant changes:

General Fund

- **Human Services System (HSS)** Administrative Claim budgeted staffing is decreased by 986.4 to reflect the November 5, 2002, reduction of 233.6 and an additional reduction of 752.8 in 2003-04. Of the 986.4 included in the total reduction, 711.1 are in the Transitional Assistance Department, 58.0 are in the Department of Children's Services, 61.3 are in the Department of Aging and Adult Services, and 156.0 are in HSS Administration.
- **Behavioral Health** budgeted staffing is decreased by 47.9 as part of the Department's plan to reduce use of Realignment funding.
- **Child Support Services** budgeted staffing is decreased by 84.7, which is due to reductions in program funding and the elimination of vacant budgeted positions and all extra help positions.
- **Public Health** budgeted staffing is decreased by 179.0. Increases totaling 1.9 budgeted staff are offset by program staffing reductions of 180.9, which include decreases in the Maternal Health program (67.4), Perinatal and Adolescent Life program (33.9), Child Health (8.9), Family Planning (3.5), Aging (17.0), the Field Nursing program (17.5), and various other programs (32.7).
- **Probation** budgeted staffing is decreased by 70.4 positions: 48 positions (45 local cost, 3 grant funded) were reduced as a result of changes in workload indicators and shift relief factors and 22.4 positions were deleted due to decreases in grant funding and the termination of school contracts.
- **District Attorney** increased 7.0 budgeted positions due to court expansion and 2.0 budgeted positions for the grant funded Elder Abuse Vertical Prosecution program.
- **Sheriff** increased 16.0 budgeted positions: 12.0 for contract cities, 1.0 for Megan's Law, 2.0 for Inmate Welfare, and 1.0 for CAL-ID.

Other Funds

- **Preschool Services Department** budgeted staffing is decreased by 77.9. This net reduction is a result of a 14.7 increase due to site expansion, a 6.2 increase due to support staff workload increases, a 71.0 reduction due to the deletion of vacant positions, a reduction of 41.4 due to work hours reduction for part-day teachers from eight to six hours per day, and the elimination of 13.6 vacancy factor.
- **Sheriff's** budgeted staffing includes a reduction of 8.0 technical positions for which COPSMORE funding is no longer available.

The net decrease in other programs budgeted staffing includes the following:

- **Human Resources Department** budgeted staffing is decreased by 13.3 to reflect the reduction of 3.3 positions as part of the department's 30% Cost Reduction Plan implemented, the deletion of 1.0 position that is no longer required to administer the EH&P program, and the elimination of 9.0 vacant positions.
- **Information Services'** Computer Operations budget unit decreased budgeted staffing by 29.0 vacant positions. These deletions were needed for cost savings to compensate for projected revenue decreases and budget constraints. The Network Service budget unit decreased staffing by 17.1 budgeted positions as a result of adding and deleting positions of various classifications to adjust for workload changes.
- **County Museum** budgeted staffing is decreased by 25.2 due to implementation of the 4% Spend Down Plan, decreased revenues related to research projects, and the deletion of vacant positions.
- **Solid Waste Management** budgeted staffing is increased by 12.1 primarily in response to the local emergency in the San Bernardino County mountain communities resulting from the Bark Beetle infestation.
- **Facilities Management** budgeted staffing decrease of 24.8 reflects 5.0 as part of the 4% Spend Down Plan; 5.0 as part of the department's 30% Cost Reduction Plan implemented; and 14.8 due to reduction in services and elimination of vacant positions. These reductions are in the following divisions: 15.5 in Custodial; 4.3 in Grounds; and 5.0 in Maintenance.
- **Fleet Management** budgeted staffing is decreased by 13.4 to reflect decreased demand for services and the deletion of vacant positions, which are part of the department's 30% Cost Reduction Plan implemented.

Countywide staffing changes are outlined by county department in the following chart:



## BUDGETED STAFFING SUMMARY

Department	2002-03 Final Budget	2003-04 Final Budget	Change
<b>ADMINISTRATIVE/EXECUTIVE GROUP</b>			
<b><u>GENERAL FUND</u></b>			
BOARD OF SUPERVISORS	39.8	39.5	(0.3)
LEGISLATION	0.0	1.0	1.0
CLERK OF THE BOARD	15.0	14.0	(1.0)
COUNTY ADMINISTRATIVE OFFICE	33.5	26.0	(7.5)
COUNTY COUNSEL	71.0	65.7	(5.3)
HUMAN RESOURCES	129.8	116.5	(13.3)
HUMAN RESOURCES - EMPLOYEE HEALTH & WELLNESS	13.8	13.0	(0.8)
INFORMATION SERVICES - APPLICATIONS DEVELOPMENT	101.3	93.8	(7.5)
INFORMATION SERVICES - EMERGING TECHNOLOGIES	19.1	15.2	(3.9)
SUBTOTAL GENERAL FUND	423.3	384.7	(38.6)
<b><u>OTHER FUNDS</u></b>			
HUMAN RESOURCES - COMMUTER SERVICES	4.0	3.5	(0.5)
HUMAN RESOURCES - RISK MANAGEMENT	65.0	65.0	0.0
INFORMATION SERVICES - COMPUTER OPERATIONS	154.4	125.4	(29.0)
INFORMATION SERVICES - NETWORK SERVICES	110.1	93.0	(17.1)
SUBTOTAL OTHER FUNDS	333.5	286.9	(46.6)
<b>TOTAL ADMINISTRATIVE/EXECUTIVE GROUP</b>	<b>756.8</b>	<b>671.6</b>	<b>(85.2)</b>
<b>ECONOMIC DEVELOPMENT/PUBLIC SERVICES GROUP</b>			
<b><u>GENERAL FUND</u></b>			
AGRICULTURE/WEIGHTS & MEASURES	72.7	64.5	(8.2)
AIRPORTS	28.9	28.9	0.0
COUNTY MUSEUM	77.7	52.5	(25.2)
ECD - ECONOMIC PROMOTION	2.0	2.0	0.0
ECD - SMALL BUSINESS DEVELOPMENT	4.0	4.0	0.0
ED/PUBLIC SERVICES GROUP	20.5	17.0	(3.5)
LAND USE SERVICES - ADMINISTRATION	12.0	11.0	(1.0)
LAND USE SERVICES - CURRENT PLANNING	27.0	27.0	0.0
LAND USE SERVICES - ADVANCE PLANNING	19.0	19.0	0.0
LAND USE SERVICES - BUILDING AND SAFETY	57.2	62.2	5.0
LAND USE SERVICES - CODE ENFORCEMENT	31.0	30.0	(1.0)
LAND USE SERVICES - FIRE HAZARD ABATEMENT	21.0	21.0	0.0
PUBLIC WORKS - REGIONAL PARKS	117.1	117.1	0.0
PUBLIC WORKS - SURVEYOR	39.3	39.4	0.1
REGISTRAR OF VOTERS	38.6	42.9	4.3
SPECIAL DISTRICTS - FRANCHISE ADMINISTRATION	3.0	3.0	0.0
SUBTOTAL GENERAL FUND	571.0	541.5	(29.5)

## BUDGETED STAFFING SUMMARY

Department	2002-03 Final Budget	2003-04 Final Budget	Change
<b>ECONOMIC DEVELOPMENT/PUBLIC SERVICES GROUP (continued)</b>			
<b><u>OTHER FUNDS</u></b>			
COUNTY LIBRARY	212.0	209.2	(2.8)
COUNTY MUSEUM STORE	2.3	2.1	(0.2)
ECONOMIC AND COMMUNITY DEVELOPMENT	61.0	61.0	0.0
JOBS AND EMPLOYMENT SERVICES	133.0	141.0	8.0
LAND USE SERVICES - HABITAT CONSERVATION	1.0	0.0	(1.0)
PUBLIC WORKS - CALICO GHOST TOWN MARKETING SVCS	1.0	1.0	0.0
PUBLIC WORKS - COUNTY TRAIL SYSTEM	4.0	4.0	0.0
PUBLIC WORKS - REGIONAL PARKS SNACK BARS	1.0	1.3	0.3
PUBLIC WORKS - ROAD OPERATIONS CONSOLIDATED	364.9	357.7	(7.2)
PUBLIC WORKS - SOLID WASTE MANAGEMENT	62.3	74.4	12.1
SUBTOTAL OTHER FUNDS	842.5	851.7	9.2
<b>TOTAL ECON DEVELOP/PUBLIC SERVICES GROUP</b>	<b>1,413.5</b>	<b>1,393.2</b>	<b>(20.3)</b>
<b>FISCAL GROUP</b>			
<b><u>GENERAL FUND</u></b>			
ASSESSOR	165.8	159.9	(5.9)
AUDITOR/CONTROLLER-RECORDER	189.9	181.6	(8.3)
TREASURER-TAX COLLECTOR	66.5	66.5	0.0
TREASURER-TAX COLLECTOR - CENTRAL COLLECTIONS	93.9	93.5	(0.4)
SUBTOTAL GENERAL FUND	516.1	501.5	(14.6)
<b><u>OTHER FUNDS</u></b>			
AUDITOR/CONTROLLER - RECORDS MANAGEMENT	2.0	2.0	0.0
STATE/COUNTY PROPERTY TAX ADMINISTRATION	30.0	29.0	(1.0)
SUBTOTAL OTHER FUNDS	32.0	31.0	(1.0)
<b>TOTAL FISCAL GROUP</b>	<b>548.1</b>	<b>532.5</b>	<b>(15.6)</b>

## BUDGETED STAFFING SUMMARY

Department	2002-03 Final Budget	2003-04 Final Budget	Change
<b>HUMAN SERVICES SYSTEM</b>			
<b><u>GENERAL FUND</u></b>			
HSS ADMINISTRATIVE CLAIM	4,409.1	3,422.7	(986.4)
AGING AND ADULT SERVICES	111.9	101.1	(10.8)
BEHAVIORAL HEALTH	734.1	686.2	(47.9)
BEHAVIORAL HEALTH - ALCOHOL AND DRUG	100.9	91.5	(9.4)
CHILD SUPPORT SERVICES	649.7	565.0	(84.7)
HEALTH CARE COSTS	4.0	4.0	0.0
PUBLIC HEALTH	1,100.3	921.3	(179.0)
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	154.3	145.0	(9.3)
VETERANS AFFAIRS	19.0	17.0	(2.0)
SUBTOTAL GENERAL FUND	7,283.3	5,953.8	(1,329.5)
<b><u>OTHER FUNDS</u></b>			
ARROWHEAD REGIONAL MEDICAL CENTER	2,290.3	2,299.9	9.6
PRESCHOOL SERVICES	653.7	575.8	(77.9)
SUBTOTAL OTHER FUNDS	2,944.0	2,875.7	(68.3)
<b>TOTAL HUMAN SERVICES SYSTEM</b>	<b>10,227.3</b>	<b>8,829.5</b>	<b>(1,397.8)</b>
<b>INTERNAL SERVICES GROUP</b>			
<b><u>GENERAL FUND</u></b>			
ARCHITECTURE AND ENGINEERING	25.0	23.0	(2.0)
FACILITIES MANAGEMENT - ADMINISTRATION	4.0	4.0	0.0
FACILITIES MANAGEMENT - CUSTODIAL	63.0	47.5	(15.5)
FACILITIES MANAGEMENT - GROUNDS	28.0	23.7	(4.3)
FACILITIES MANAGEMENT - HOME REPAIR	12.0	12.0	0.0
FACILITIES MANAGEMENT - MAINTENANCE	61.0	56.0	(5.0)
PURCHASING	19.1	18.0	(1.1)
REAL ESTATE SERVICES	28.0	24.0	(4.0)
SUBTOTAL GENERAL FUND	240.1	208.2	(31.9)
<b><u>OTHER FUNDS</u></b>			
FLEET MANAGEMENT - GARAGE AND WAREHOUSE	103.3	94.0	(9.3)
FLEET MANAGEMENT - MOTOR POOL	8.1	4.0	(4.1)
PURCHASING - CENTRAL STORES	15.0	14.0	(1.0)
PURCHASING - MAIL AND COURIER SERVICES	35.0	34.0	(1.0)
PURCHASING - PRINTING AND MICROFILM SERVICES	18.0	17.0	(1.0)
SUBTOTAL OTHER FUNDS	179.4	163.0	(16.4)
<b>TOTAL INTERNAL SERVICES GROUP</b>	<b>419.5</b>	<b>371.2</b>	<b>(48.3)</b>

## BUDGETED STAFFING SUMMARY

Department	2002-03 Final Budget	2003-04 Final Budget	Change
<b>LAW AND JUSTICE GROUP</b>			
<b><u>GENERAL FUND</u></b>			
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	0.0	0.0	0.0
COUNTY TRIAL COURTS - GRAND JURY	0.0	0.0	0.0
COUNTY TRIAL COURTS - INDIGENT DEFENSE	0.0	0.0	0.0
DISTRICT ATTORNEY - CRIMINAL	382.0	397.0	15.0
DISTRICT ATTORNEY - CHILD ABDUCTION	7.0	7.0	0.0
LAW AND JUSTICE GROUP ADMINISTRATION	1.0	1.0	0.0
PROBATION - ADMINISTRATION/COMM CORRECTIONS	482.0	458.6	(23.4)
PROBATION - DETENTION CORRECTIONS	654.0	613.0	(41.0)
PROBATION - PRE-TRIAL DETENTION	7.0	7.0	0.0
PROBATION - AB1913 GRANT	78.0	72.0	(6.0)
PUBLIC ADMIN/GUARDIAN/CONSERV/CORONER	78.5	76.1	(2.4)
PUBLIC DEFENDER	186.3	180.3	(6.0)
SHERIFF	2,879.5	2,867.0	(12.5)
SUBTOTAL GENERAL FUND	4,755.3	4,679.0	(76.3)
<b><u>OTHER FUNDS</u></b>			
DISTRICT ATTORNEY - SPECIAL REVENUE	32.0	33.0	1.0
SHERIFF - SPECIAL REVENUE	23.0	15.0	(8.0)
SUBTOTAL OTHER FUNDS	55.0	48.0	(7.0)
<b>TOTAL LAW AND JUSTICE GROUP</b>	<b>4,810.3</b>	<b>4,727.0</b>	<b>(83.3)</b>
<b>TOTAL COUNTY DEPARTMENTS - GENERAL FUND</b>	<b>13,789.1</b>	<b>12,268.7</b>	<b>(1,520.4)</b>
<b>TOTAL COUNTY DEPARTMENTS - OTHER FUNDS</b>	<b>4,386.4</b>	<b>4,256.3</b>	<b>(130.1)</b>
<b>GRAND TOTAL COUNTY DEPARTMENTS</b>	<b>18,175.5</b>	<b>16,525.0</b>	<b>(1,650.5)</b>

**RESERVES ANALYSIS**

The county has a number of reserves and designations that have been established over the years for a variety of purposes. On January 6, 1998, the Board of Supervisors adopted a county policy to provide guidelines and goals for reserve levels. That policy calls for the county's general purpose reserves to equal 10% of locally funded appropriations by 2002-03. It also anticipates establishing special purpose reserves to help meet future needs.

	<u>1998-99</u>	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
<b>Total General Purpose Reserve</b>	<b>25.2</b>	<b>27.4</b>	<b>27.4</b>	<b>30.2</b>	<b>31.9</b>	<b>34.8</b>
Specific Purpose Reserves						
Medical Center debt service	11.5	34.3	32.0	32.0	32.1	32.1
Justice facilities reserve	3.6	11.7	5.2	5.0	4.9	3.9
Juvenile maximum security reserve	0.6	1.2	1.5	1.5	1.5	1.5
Future retirement rate increase reserve		1.5	1.5	1.5	7.0	7.0
Equity Pool					1.9	4.7
Teeter				19.3	19.3	19.3
Restitution				8.9	2.1	2.1
Insurance					5.0	5.0
Electronic Voting System					5.7	5.7
Valley and Pepper Intersection					-	0.0
Capital Projects Reserve					4.0	4.0
Bark Beetle					-	2.0
Museum's Hall of Paleontology						1.0
Library Facility/Book Reserve						-
<b>Total Specific Purpose Reserves</b>	<b>15.7</b>	<b>48.7</b>	<b>40.2</b>	<b>68.2</b>	<b>83.5</b>	<b>88.3</b>
<b>Total Reserves</b>	<b>40.9</b>	<b>76.1</b>	<b>67.6</b>	<b>98.4</b>	<b>115.4</b>	<b>123.1</b>

The County has several reserves. Some are for specific purposes, such as to meet future known obligations or to build a reserve for capital projects. The general reserves are funds held to protect the County from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the County.

For 2002-03 mid-year Board actions authorized the use of \$122,856 of the equity pool reserve to fund equity increases for employees in the District Attorney, Public Defender and Assessor departments.

On December 17, 2002 the Board authorized the use of contingencies in the amount of \$26.7 million to increase one existing reserve and to establish five new specific purpose reserves.

- \$5.5 million was set aside to help fund the projected \$14 million increase in locally funded retirement costs for 2003-04. Ultimately, these increases were funded by ongoing sources of revenue in the 2003-04 financing plan. The \$5.5 million increase brings the total retirement designation to \$7.0 million which remains available for future anticipated increases in retirement costs.
- \$5.0 million was used to establish an Insurance reserve. The purpose of this reserve is to provide funding for the new five-year insurance recovery plan developed to manage increased costs of workers compensation and property insurance.
- \$5.7 million was used to establish an Electronic Voting System Reserve. The State has mandated that the county change from a punch card to electronic voting system by January of 2004. This reserve sets aside the projected general fund share of this new voting system.
- \$6.0 million was used to establish the Valley and Pepper Intersection reserve. The county has a requirement to improve this intersection, located near the Arrowhead Regional Medical Center (ARMC), as a result of the Environmental Impact Report approved by the Board before construction of the ARMC began. On June 10, 2003, the Board approved the use of this reserve to finance the design and construction of the intersection.
- \$4.0 million was used to establish the Capital Projects reserve. This reserve was established to address the backlog of deferred maintenance projects as well as other capital project needs.
- \$0.5 million was used to establish the Bark Beetle reserve to help address the bark beetle infestation in the local mountains. On April 8, 2003, the Board approved the use of \$300,000 of this reserve; \$100,000 to provide financial assistance for tree removal to low-income individuals and \$200,000 to conduct a feasibility study and survey for a Special Assessment or Special Tax District in the San Bernardino Mountains. On June 10, 2003, the Board allocated the remaining \$0.2 million of this reserve to the "Dead Tree Hazard Abatement Revolving Fund" established on that date to facilitate immediate removal of as many dead trees as possible in the infected mountain areas.

For 2003-04, general-purpose reserves are increased \$2.9 million. The equity pool, which funds the costs and results of employee classifications studies, is increased by \$3.0 million. Uses of \$160,949 of the Equity Pool reserve are planned to fund the 2003-04 costs of equity increases for employees in the District Attorney, Public Defender and Assessor departments approved by the Board in 2002-03. A planned use of \$1.0 million of the Justice Facilities reserve will be used to offset a portion of the first year cost of the recently approved safety MOU.

In final budget action, the Board established a reserve of \$1.0 million for the Museum's Hall of Paleontology, allocated on additional \$2.0 million to the Bark Beetle Reserve, and established, but did not fund, a Library Facility/Book Reserve.

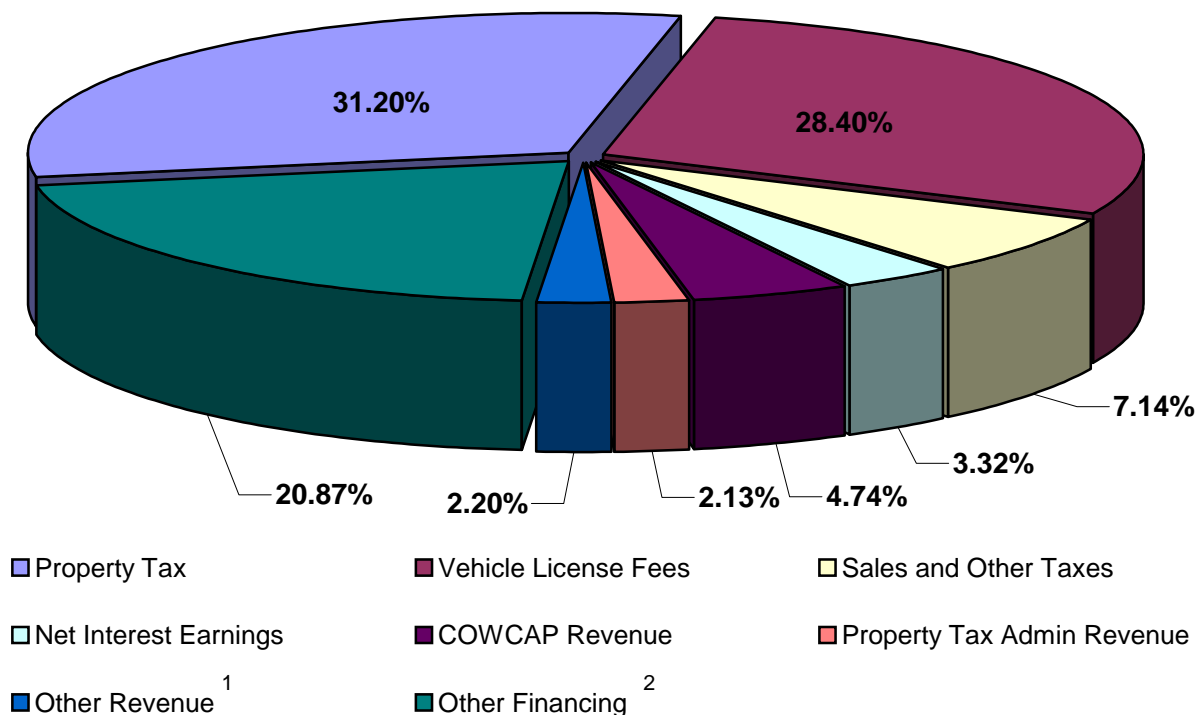
**DISCRETIONARY REVENUE**

County general fund operations are financed with two major types of funding: departmental program revenues; and countywide discretionary revenues, reserves, and fund balance.

Departmental program revenues include fees, service charges, and state and federal support for programs such as welfare, health care, child support and behavioral health. The balance of departmental costs not funded by these departmental revenue sources is considered local cost. Local cost is funded by countywide, discretionary revenues such as property tax and vehicle license fees as well as other financing such as use of reserves, fund balance and operating transfers.

Gross local cost financing for 2003-04 is \$440,083,510. Shown below are the sources of local cost financing:

**Discretionary Revenue by Category  
2003-04 Final Budget**



1. Other Revenue Includes: Booking Fees and Other State and Federal Aid.

2. Other Financing Includes: Fund Balance, Use of Reserves, and Operating Transfers.

**COUNTYWIDE REVENUES AND OTHER FINANCING  
WHICH PAY FOR GENERAL FUND LOCAL COST**

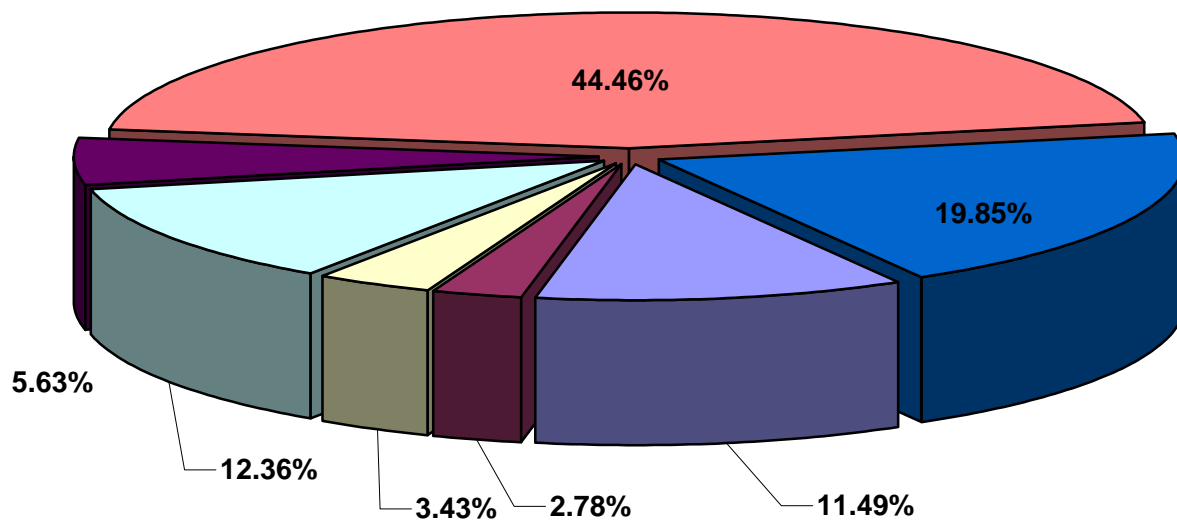
	Final Budget 2002-03	Actual 2002-03	Final Budget 2003-04
<b>Net Non-Departmental Revenue</b>			
Property Taxes:			
Current Secured, Unsecured, Unitary	118,485,250	121,813,873	125,905,507
Supplementals	2,316,700	4,937,268	4,885,025
Penalty on Current Taxes	1,036,200	1,132,479	1,135,599
Prior Property Taxes, Penalties and Interest	3,722,170	3,872,247	5,366,233
Total Property Taxes	125,560,320	131,755,867	137,292,364
Vehicle License Fees	115,154,588	117,661,384	124,974,967
Sales Tax	14,400,000	15,862,952	16,518,694
Other Taxes	12,086,450	14,079,195	14,910,372
Net Interest Earnings	17,100,000	18,263,176	14,600,000
COWCAP Revenue	17,500,000	17,282,020	20,847,838
Property Tax Admin Revenue	7,995,750	9,505,324	9,395,173
Booking Fee Revenue	3,937,000	4,323,386	3,937,000
Other State and Federal Aid	3,199,000	3,324,839	3,329,275
Other Revenue	2,430,000	5,260,818	2,430,000
<b>Subtotal</b>	<b>319,363,108</b>	<b>337,318,961</b>	<b>348,235,683</b>
<b>Other Financing</b>			
Fund balance, beginning	57,668,914	57,668,914	55,946,725
Use of Reserves	900,000	13,928,479	1,160,949
Operating Transfers	27,888,005	29,270,374	34,740,153
<b>Subtotal</b>	<b>86,456,919</b>	<b>100,867,766</b>	<b>91,847,827</b>
<b>TOTAL</b>	<b>405,820,027</b>	<b>438,186,727</b>	<b>440,083,510</b>

The most significant sources of county local cost financing are property tax and vehicle license fees. These two sources account for \$262,267,331 or 75.3% of net non-departmental revenues. Year-end fund balance available for financing is \$55.9 million. Operating transfers includes transfers into the county general fund from the Courthouse and Criminal Justice Construction funds, Solid Waste Management, savings from refinancing and capital improvement projects, and the use of \$17.7 million of the tobacco settlement funds, of which \$15.0 million is to be applied towards Medical Center Debt Service.



### Local Cost Analysis

Local Cost by Group  
2003-04 Final Budget



ADMINISTRATIVE EXECUTIVE GROUP

FISCAL GROUP

INTERNAL SERVICES GROUP

OTHER ALLOCATED COSTS <sup>1</sup>

ECONOMIC DEVELOP/PUBLIC SERVICES GROUP

HUMAN SERVICES SYSTEM

LAW AND JUSTICE GROUP

1. Allocated Costs Include: Contingencies, Reserve Contributions, and Operating Transfers Out.

Countywide revenues are allocated to various county departments as local cost as outlined in the following chart:

Department Title	Final Budget 2002-03:			Final Budget 2003-04:			Change Between Final 2002-03 and 2003-04:		
	Appropriation	Revenue	Local Cost	Appropriation	Revenue	Local Cost	Appropriation	Revenue	Local Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	4,237,112	0	4,237,112	3,812,528	0	3,812,528	(424,584)	0	(424,584)
LEGISLATIVE COSTS	0	0	0	474,914	0	474,914	474,914	0	474,914
CLERK OF THE BOARD	931,793	95,675	836,118	912,389	62,500	849,889	(19,404)	(33,175)	13,771
COUNTY ADMINISTRATIVE OFFICE	4,452,965	275,987	4,176,978	3,466,745	0	3,466,745	(986,220)	(275,987)	(710,233)
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	1,709,664	900,000	809,664	400,000	0	400,000	(1,309,664)	(900,000)	(409,664)
COUNTY ADMINISTRATIVE OFFICE - JOINT POWERS LEASES	23,068,480	0	23,068,480	20,467,787	0	20,467,787	(2,600,693)	0	(2,600,693)
COUNTY COUNSEL	6,959,841	3,696,950	3,262,891	7,102,029	3,777,460	3,324,569	142,188	80,510	61,678
HUMAN RESOURCES	9,457,530	4,283,077	5,174,453	8,157,864	3,103,566	5,054,298	(1,299,666)	(1,179,511)	(120,155)
HUMAN RESOURCES-EMPLOYEE HEALTH AND WELLNESS	1,600,000	1,600,000	0	30,000	30,000	0	(1,570,000)	(1,570,000)	0
HUMAN RESOURCES-UNEMPLOYMENT INSURANCE	1,500,000	0	1,500,000	2,700,000	0	2,700,000	1,200,000	0	1,200,000
INFORMATION SERVICES-EMERGING TECHNOLOGY	1,792,210	273,940	1,518,270	1,593,869	274,900	1,318,969	(198,341)	960	(199,301)
INFORMATION SERVICES-SYSTEMS DEVELOPMENT	11,722,743	6,431,886	5,290,857	10,136,609	4,480,501	5,656,108	(1,586,134)	(1,951,385)	365,251
LOCAL AGENCY FORMATION COMMISSION	161,353	0	161,353	173,400	0	173,400	12,047	0	12,047
SCHOOL CLAIMS	1,186,804	0	1,186,804	2,850,040	0	2,850,040	1,663,236	0	1,663,236
SUPERINTENDENT OF SCHOOLS	282,224	0	282,224	0	0	0	(282,224)	0	(282,224)
<b>ADMINISTRATIVE/EXECUTIVE GROUP SUBTOTAL:</b>	<b>69,062,719</b>	<b>17,557,515</b>	<b>51,505,204</b>	<b>62,278,174</b>	<b>11,728,927</b>	<b>50,549,247</b>	<b>(6,784,545)</b>	<b>(5,828,588)</b>	<b>(955,957)</b>
ASSESSOR	10,704,022	359,195	10,344,827	10,986,443	363,210	10,623,233	282,421	4,015	278,406
AUDITOR-CONTROLLER	12,610,406	8,721,209	3,889,197	12,494,542	9,689,972	2,804,570	(115,864)	968,763	(1,084,627)
CENTRAL COLLECTIONS	6,894,549	6,894,549	0	7,932,320	7,932,320	0	1,037,771	1,037,771	0
TREASURER-TAX COLLECTOR	6,273,423	4,160,138	2,113,285	6,827,614	5,157,548	1,670,066	554,191	997,410	(443,219)
<b>FISCAL GROUP SUBTOTAL:</b>	<b>36,482,400</b>	<b>20,135,091</b>	<b>16,347,309</b>	<b>38,240,919</b>	<b>23,143,050</b>	<b>15,097,869</b>	<b>1,758,519</b>	<b>3,007,959</b>	<b>(1,249,440)</b>
ARCHITECTURE AND ENGINEERING	645,063	5,000	640,063	634,174	0	634,174	(10,889)	(5,000)	(5,889)
FACILITIES MANAGEMENT DEPARTMENT	12,822,532	6,190,560	6,631,972	12,110,568	5,645,888	6,464,680	(711,964)	(544,672)	(167,292)
REAL ESTATE SERVICES	2,263,523	1,546,921	716,602	2,142,465	1,547,050	595,415	(121,058)	129	(121,187)
RENTS	1,053,739	341,241	712,498	571,138	323,000	248,138	(482,601)	(18,241)	(464,360)
UTILITIES	14,503,536	0	14,503,536	15,730,303	0	15,730,303	1,226,767	0	1,226,767
PURCHASING	1,140,594	5,000	1,135,594	1,112,209	10,000	1,102,209	(28,385)	5,000	(33,385)
<b>INTERNAL SERVICES GROUP SUBTOTAL:</b>	<b>32,428,987</b>	<b>8,088,722</b>	<b>24,340,265</b>	<b>32,300,857</b>	<b>7,525,938</b>	<b>24,774,919</b>	<b>(128,130)</b>	<b>(562,784)</b>	<b>434,654</b>
COUNTY TRIAL COURTS-MAINTENANCE OF EFFORT	31,828,295	21,697,281	10,131,014	34,090,295	23,721,081	10,369,214	2,262,000	2,023,800	238,200
COUNTY TRIAL COURTS-JUDICIAL BENEFITS/FACILITIES COSTS	1,806,975	0	1,806,975	1,873,598	0	1,873,598	66,623	0	66,623
COUNTY TRIAL COURTS-DRUG COURT	50,320	50,320	0	358,096	358,096	0	307,776	307,776	0
DISTRICT ATTORNEY-CRIMINAL	31,888,034	21,979,480	9,908,554	37,083,842	21,353,905	15,729,937	5,195,808	(625,575)	5,821,383
DISTRICT ATTORNEY-CHILD ABDUCT	741,042	741,042	0	773,000	0	773,000	31,958	(741,042)	773,000
GRAND JURY	301,148	0	301,148	201,460	0	201,460	(99,688)	0	(99,688)
LAW & JUSTICE ADMINISTRATION	114,080	49,000	65,080	115,587	49,000	66,587	1,507	0	1,507
PROBATION-INSTITUTIONS	39,825,733	17,994,623	21,831,110	42,043,813	16,003,119	26,040,694	2,218,080	(1,991,504)	4,209,584
PROBATION-PRETRIAL DETENTION	480,982	0	480,982	512,610	0	512,610	31,628	0	31,628
PROBATION-COURT ORDERED PLACEMENTS	8,329,483	0	8,329,483	7,382,883	0	7,382,883	(946,600)	0	(946,600)
PROBATION-CM/JUP GRANT	317,384	317,384	0	260,781	260,781	0	(56,603)	(56,603)	0
PROBATION-ADMIN/COMM CORRECTIONS	30,833,153	20,273,167	10,559,986	33,879,650	20,846,422	13,033,228	3,046,497	573,255	2,473,242
PUB ADMIN/PUB GUARDIAN/CONSERVATOR/CORONER	4,755,894	614,000	4,141,894	5,468,851	1,259,566	4,209,295	712,957	645,556	67,401
PUBLIC DEFENDER	17,745,871	1,142,272	16,603,599	19,718,736	500,000	19,218,736	1,972,865	(642,272)	2,615,137
SHERIFF	244,244,638	159,288,512	84,956,126	257,886,910	170,859,153	87,027,757	13,642,272	11,570,641	2,071,631
COUNTY TRIAL COURTS- INDIGENT DEFENSE	9,615,047	0	9,615,047	9,219,969	0	9,219,969	(395,078)	0	(395,078)
<b>LAW AND JUSTICE GROUP SUBTOTAL:</b>	<b>422,878,079</b>	<b>244,147,081</b>	<b>178,730,998</b>	<b>450,870,081</b>	<b>255,211,113</b>	<b>195,658,968</b>	<b>27,992,002</b>	<b>11,064,032</b>	<b>16,927,970</b>

Department Title	Final Budget 2002-03:			Final Budget 2003-04:			Change Between Final 2002-03 and 2003-04:		
	Appropriation	Revenue	Local Cost	Appropriation	Revenue	Local Cost	Appropriation	Revenue	Local Cost
AIRPORTS	2,518,785	2,461,028	57,757	2,461,753	2,422,940	38,813	(57,032)	(38,088)	(18,944)
AGRICULTURE, WEIGHTS AND MEASURES	5,256,794	3,638,090	1,618,704	5,195,346	3,433,055	1,762,291	(61,448)	(205,035)	143,587
ECD-ECONOMIC PROMOTION	926,263	68,000	858,263	780,751	0	780,751	(145,512)	(68,000)	(77,512)
ECD-SMALL BUSINESS DEVELOPMENT	228,956	40,000	188,956	200,107	40,000	160,107	(28,849)	0	(28,849)
FRANCHISE ADMINISTRATION	296,432	0	296,432	298,177	0	298,177	1,745	0	1,745
LAND USE SERVICES-BUILDING AND SAFETY	4,743,001	4,654,771	88,230	5,629,926	5,629,926	0	886,925	975,155	(88,230)
LAND USE SERVICES-CODE ENFORCEMENT	2,803,194	258,200	2,544,994	2,960,413	408,200	2,552,213	157,219	150,000	7,219
LAND USE SERVICES-WEED ABATEMENT	1,872,613	1,872,613	0	1,951,692	1,951,692	0	79,079	79,079	0
LAND USE SERVICES - CURRENT PLANNING	2,150,272	2,150,272	0	2,292,380	2,292,380	0	142,108	142,108	0
LAND USE SERVICES-ADVANCED PLANNING	3,665,734	1,979,710	1,686,024	3,395,955	2,142,113	1,253,842	(269,779)	162,403	(432,182)
MUSEUMS	4,540,213	3,145,487	1,394,726	3,844,442	2,231,590	1,612,852	(695,771)	(913,897)	218,126
REGISTRAR OF VOTERS	3,393,942	673,500	2,720,442	4,484,686	1,744,134	2,740,552	1,090,744	1,070,634	20,110
PUBLIC WORKS-REGIONAL PARKS	6,407,943	5,760,448	647,495	6,766,471	5,812,110	954,361	358,528	51,662	306,866
PUBLIC WORKS-SURVEYOR	2,958,835	2,958,835	0	3,310,588	3,310,588	0	351,753	351,753	0
ECON. DEV/PUBLIC SERVICES GROUP ADMINISTRATION	98,000	0	98,000	65,856	0	65,856	(32,144)	0	(32,144)
<b>ECON DEVELOP/PUBLIC SERVICES SUBTOTAL:</b>	<b>41,860,977</b>	<b>29,660,954</b>	<b>12,200,023</b>	<b>43,638,543</b>	<b>31,418,728</b>	<b>12,219,815</b>	<b>1,777,566</b>	<b>1,757,774</b>	<b>19,792</b>
AID TO INDIGENTS	1,614,343	269,772	1,344,571	1,275,123	330,986	944,137	(339,220)	61,214	(400,434)
ADMINISTRATIVE CLAIM	331,489,425	319,725,182	11,764,243	297,664,713	286,197,963	11,466,750	(33,824,712)	(33,527,219)	(297,493)
AMBULANCE REIMBURSEMENTS	472,501	0	472,501	472,501	0	472,501	0	0	0
BEHAVIORAL HEALTH	113,215,605	111,372,852	1,842,753	121,296,698	119,453,945	1,842,753	8,081,093	8,081,093	0
BEHAVIORAL HEALTH-ODP	24,784,682	24,577,582	207,100	20,063,339	19,913,881	149,458	(4,721,343)	(4,663,701)	(57,642)
CALIFORNIA CHILDREN'S SERVICES	10,716,023	9,177,982	1,538,041	10,723,433	9,185,392	1,538,041	7,410	7,410	0
HEALTH CARE COSTS	135,600,146	117,900,146	17,700,000	135,628,083	120,628,083	15,000,000	27,937	2,727,937	(2,700,000)
PUBLIC HEALTH	73,675,031	73,020,711	654,320	73,611,885	72,967,163	644,722	(63,146)	(53,548)	(9,598)
VETERANS AFFAIRS	1,108,218	264,000	844,218	1,130,068	257,018	873,050	21,850	(6,982)	28,832
DEPT OF CHILD SUPPORT	40,798,946	40,798,946	0	39,889,326	39,889,326	0	(909,620)	(909,620)	0
AGING AND ADULT SERVICES	8,874,173	7,900,036	974,137	8,147,202	8,147,202	0	(726,971)	247,166	(974,137)
CALWORKS-FAMILY GROUP	213,396,272	208,761,366	4,634,906	196,553,943	192,123,884	4,430,059	(16,842,329)	(16,637,482)	(204,847)
KIN-GAP PROGRAM	2,709,753	2,334,426	375,327	3,351,569	2,795,803	555,766	641,816	461,377	180,439
AFDC-FOSTER CARE	91,761,451	78,257,382	13,504,069	97,635,819	83,857,781	13,778,038	5,874,368	5,600,399	273,969
CALWORKS-2 PARENT FAMILIES	24,044,059	23,477,958	566,101	18,846,462	18,408,416	438,046	(5,197,597)	(5,069,542)	(128,055)
AID FOR SERIOUSLY EMOTIONALLY DISTURBED	2,365,658	1,734,312	631,346	3,345,010	2,613,701	731,309	979,352	879,389	99,963
AID TO ADOPTIVE CHILDREN	14,103,489	13,176,268	927,221	17,152,146	15,946,603	1,205,543	3,048,657	2,770,335	278,322
CHILD ABUSE /DOMESTIC VIOLENCE	1,432,136	1,432,136	0	1,380,611	1,380,611	0	(51,525)	(51,525)	0
CASH ASSISTANCE - IMMIGRANTS	1,053,030	1,053,030	0	1,053,030	1,053,030	0	0	0	0
CHILDREN'S OUT OF HOME CARE	437,521	0	437,521	338,164	0	338,164	(99,357)	0	(99,357)
ENTITLEMENT PAYMENTS (CHILD CARE)	68,504,316	68,504,316	0	93,919,917	93,919,917	0	25,415,601	25,415,601	0
REFUGEE CASH ASSISTANCE	520,000	520,000	0	520,000	520,000	0	0	0	0
<b>HUMAN SERVICES SYSTEM SUBTOTAL:</b>	<b>1,162,676,778</b>	<b>1,104,258,403</b>	<b>58,418,375</b>	<b>1,143,999,042</b>	<b>1,089,590,705</b>	<b>54,408,337</b>	<b>(18,677,736)</b>	<b>(14,667,698)</b>	<b>(4,010,038)</b>
<b>SUBTOTAL:</b>	<b>1,765,389,940</b>	<b>1,423,847,766</b>	<b>341,542,174</b>	<b>1,771,327,616</b>	<b>1,418,618,461</b>	<b>352,709,155</b>	<b>5,937,676</b>	<b>(5,229,305)</b>	<b>11,166,981</b>
CONTINGENCIES	48,516,783	0	48,516,783	70,572,366	0	70,572,366	22,055,583	0	22,055,583
RESERVE CONTRIBUTIONS	3,791,381	0	3,791,381	8,887,258	0	8,887,258	5,095,877	0	5,095,877
OPERATING TRANSFERS OUT	11,969,689	0	11,969,689	7,914,731	0	7,914,731	(4,054,958)	0	(4,054,958)
<b>TOTAL ALLOCATED COSTS:</b>	<b>64,277,853</b>	<b>0</b>	<b>64,277,853</b>	<b>87,374,355</b>	<b>0</b>	<b>87,374,355</b>	<b>23,096,502</b>	<b>0</b>	<b>23,096,502</b>
<b>GRAND TOTAL:</b>	<b>1,829,667,793</b>	<b>1,423,847,766</b>	<b>405,820,027</b>	<b>1,858,701,971</b>	<b>1,418,618,461</b>	<b>440,083,510</b>	<b>29,034,178</b>	<b>(5,229,305)</b>	<b>34,263,483</b>

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